CAFC-86-03M

CONCORDIA UNIVERSITY
COMMERCE AND ADMINISTRATION FACULTY COUNCIL
MINUTES OF MEETING
FRIDAY, MAY 9, 1986

In attendance: S. H. Appelbaum (Chairman)

S. A. Alvi (Econ.), M. Anvari (Q.M.), M. Armstrong (Econ.) V. V. Baba (Mana.), B. Barbieri (Mktg.), J. D. Blazouske (Acco.), R. Curnew (Acco.), C. Draimin (Assoc. Dean), D. Gandhi (Fina.), Z. Gidengil (Mktg.), J. R. Goodwin (Mana.), P. Goyal, (Comp. Sci.), S. Goyal (Q.M.), A. Jalilvand (Fina.), J. Kelly (Mana.), P. Kenniff (Rector & Vice-Chancellor), M. Kusy (Q.M.), E. Laett (CASA), D. MacDonald (Acco.) C. MacLaurin (Lib.), D. Maharaj (Lib.), D. McPeak (Liaison), R. McTavish (Assoc. Dean), C. Potter (Fina.), C. A. Ross (Assoc. Dean), J. Ryu (CGSA), B. Smart (Reg.), G. Smith (CASA), R. O. Wills (Assoc. Dean), S. Wert (CGSA), F. Zottola (CASA)

I Call to Order

The meeting was called to order at 09:30.

II Closed Meeting

There were no items on the agenda for a closed meeting.

III Open Meeting

1. Dr. P. Kenniff, Rector & Vice-Chancellor

Dr. Kenniff thanked the Council members for the opportunity to address their areas of concern and expressed his hope that meetings with the four Faculty Councils would be a regular procedure.

With respect to operating finances, Dr. Kenniff reported that the government's decision to impose an overall university budget compression of $20M has placed Concordia in a serious situation. He estimated that Concordia's portion of the total compression would be $2.8M. Dr. Kenniff explained that the proposed 1986-87 budget which had forecasted a deficit of $4.6M $4.8M had been based on the government's continuity in financing and included a plan for amortization of the accumulated deficit to be erased over a fifteen year period based on the government assuming a $3.3M debt charge.

With respect to building plans, Dr. Kenniff announced that the ground-breaking ceremony for the Vanier Library expansion would take place at 11.30 a.m. today. Regarding the

Sir George Williams' plans, he explained that although the original 1985 proposal for the library building had provided for space to handle all areas using rented space, plans have been revised due to limitations imposed by government space norms. Dr. Kenniff stated that the Task Force on Planning had evaluated the data collected from the space questionnaire and it appeared that it would not be possible to accommodate the whole Faculty of Commerce and Administration in the new library building. He added that he would soon be consulting with the Chairman concerning a five year projection of space needs for the Faculty.

With respect to the Capital Campaign, Dr. Kenniff advised that Phase I of the campaign had been successfully completed and Phase II would begin in September for an eighteen month period.

In conclusion, Dr. Kenniff noted that the budget process would involve the submission and discussion of more and more information, an approach intended to provide for a clarification of the financial picture for all concerned. He stated that the Senate reform offered Senate a regulated working structure and the opportunity to play a more important role in the long term and day-to-day planning of the University and emphasized the vital role of the representatives who serve on Senate and the various bodies of Senate.

Dr. Kenniff invited questions from the floor.

D. MacDonald asked for further information on consultants assigned to non-academic areas of the University and pointed out that the lack of information was creating some anxiety among the support staff.

Dr. Kenniff replied that consultants had been assigned to two areas, Loyola Security and Physical Plant, with the objective of reducing expenses and improving productivity. He noted that the University is expected to recover the cost of the consulting fee within one year. He advised that the consultants had completed the study of the Loyola Security area and after completion of the study of the Physical Plant facilities, expected within five to six weeks, a decision would be made on the study of other areas.

S. Alvi noted an improvement in the availability of information from the administration but stressed the need for an effective consultation process and asked Dr. Kenniff what he planned to do to facilitate consultation.

Dr. Kenniff assured Dr. Alvi that the consultative process currently existed and would remain in effect. He noted as

means of an example that the 1986-87 budget proposal had been scheduled and distributed to allow time for consultation and exchange.

C. A. Ross asked if, in the course of hiring external consultants, consideration had been given to using the expertise available in the Faculty of Commerce and Administration in areas where there would be no conflict of interest.

Dr. Kenniff responded that although the idea might be explored the principal benefit of consultants was the fresh outlook provided.

C. A. Ross informed Dr. Kenniff that a group of students in his non-profit marketing course had approached the organizers of the Capital Campaign to offer their assistance but were refused. The students did assist fund raisers at McGill and HEC.

Dr. Kenniff replied that he would be pleased to look into the issue if provided with more details. He stated that the organizers were a group from the United States who had had great success with Laval University.

C. A. Ross asked the Rector what he envisioned the status of Concordia would be in ten years time.

Dr. Kenniff replied that the first priority was to secure adequate funding for the University. In terms of academic development, he stated that the focus would be on established records of excellence such as that of the Faculty of Commerce and Administration. Dr. Kenniff also indicated that there would likely be an increase in inter-university cooperation at the graduate level and an evaluation of undergraduate programs with the objective of identifying and focusing on the strengths of Concordia.

A. Jalilvand asked if consideration had been given to revenue generating programs in addition to cutting costs.

Dr. Kenniff explained that essentially a "catch 22" situation existed whereby raising funds privately resulted in a cutback in government grants to the University. He noted that New York University had achieved a net profit of $6M via its non-credit course offerings in Continuing Education, an area which would be explored at Concordia.

R. O. Wills noted that complaints of air impurity in the GM building had been disregarded by both Physical Plant and the building owners and informed Dr. Kenniff that a petition had now been signed by a large number of the staff protesting the situation.

Dr. Kenniff recommended that the petition be forwarded to the Vice-Rector, Services.

R. O. Wills asked if consideration had been given to purchasing the GM building.

Dr. Kenniff confirmed that it had been considered but a proposal had not been made.

With regard to revenue generating programs, C. Draimin pointed out that the EMBA was not a government funded program and that the Faculty had found that the private sector was willing to pay for pertinent programs.

Dr. Kenniff agreed that this was indeed a role the Faculty of Commerce and Administration could play in helping to reduce the deficit.

J. Kelly stated that the disquiet and loss of morale that existed within the Faculty indicated that a sign of recognition from the administration was needed. He recommended the creation of a special Chair in business and the acquisition of a Faculty of Commerce and Administration building and expressed his hope that a sign of recognition would be forthcoming.

Dr. Kenniff replied that both ideas held merit and need to be discussed but pointed out that the seriousness of the University deficit must be acknowledged. With regard to a Faculty building, he indicated that if a reasonable case could be made, he would be pleased to make a proposal to the government.

The Chairman thanked Dr. Kenniff for his participation.

IV Approval of Agenda (CAFC-86-03A)

M. Kusy requested that the agenda be amended to include under "New Business", item 2. Notice of Motion to propose the establishment of The Treasury Management Centre.

IT WAS MOVED BY V. V. BABA AND SECONDED BY R. O. WILLS THAT THE AGENDA (CAFC-86-03A) BE APPROVED AS AMENDED.

THE MOTION WAS CARRIED.

V Approval of Minutes of Previous Meeting (CAFC-86-02M)

IT WAS MOVED BY R. MCTAVISH AND SECONDED BY S. ALVI THAT THE MINUTES OF THE FACULTY COUNCIL MEETING HELD MARCH 21, 1986 (CAFC-86-02M) BE APPROVED AS PRESENTED.

THE MOTION WAS CARRIED.

VI Chairman's Remarks and Question Period

The Chairman welcomed new student representatives Grant Smith, Vice-President, Student Affairs, CASA, Flora Zottola, President, CASA and Shari Wert, Vice-President, CGSA and asked the students if they would arrange a faculty vs student softball game.

Z. Gidengil, on behalf of Faculty Council members, extended congratulations to C. A. Ross for the excellent organization of the 10th Anniversary Celebration of the Joint Ph.D. Program.

S. Goyal questioned the absence of Commerce student representation amongst the recent selection for Graduate Studies Awards. C. Draimin replied that C. Bayne, the Faculty's representative on the Graduate Studies Awards Committee, was expected to make a report on this issue at the Graduate Studies Committee meeting. J. R. Goodwin stated that there was a similar lack of Commerce student representation amongst the recipients of the undergraduate awards. It was agreed that the issue be discussed further after the Graduate Studies Committee had received C. Bayne's report.

V. V. Baba stated that the present lack of funding for Ph.D. candidates was becoming a pernicious problem. C. A. Ross replied that he was aware of the problem and funding sources were currently being investigated. A. Jalilvand recommended that the possiblity of obtaining green cards for Ph.D. candidates be explored. J. R. Goodwin recommended that a report on the results of the current investigation into financial support for Ph.D. candidates be made to Faculty Council.

VII Business Arising from Previous Meeting (CAFC-86-02M)

1. Formation of a Committee to Review and Expand Mission/Strategy with Objective of Determining Changes and Direction for the Next Seven Years

The Chairman announced the slate of nominations for the committee submitted by the Faculty Council Steering Committee. He noted that the nomination of one full professor was required to complete the slate. Nominations for this position and other nominations for the committee were requested from the floor.

IT WAS MOVED BY M. KUSY AND SECONDED BY Z. GIDENGIL THAT PROFESSOR S. GOYAL BE NOMINATED FOR THE FULL PROFESSOR'S POSITION.

THE MOTION WAS CARRIED.

IT WAS MOVED BY C. DRAIMIN AND SECONDED BY J. R. GOODWIN THAT NOMINATIONS FOR THE COMMITTEE TO REVIEW AND EXPAND MISSION/ STRATEGY ACTIVITY CEASE.

THE MOTION WAS CARRIED.

The following faculty members were elected by acclamation to the Committee to Review and Expand the Mission/Strategy Activity:

M. Anvari, Associate Professor, Quantitative Methods Dept.
R. De Brentani, Associate Professor, Marketing Dept.
S. Goyal, Professor. Quantitative Methods Dept.
C. Potter, Professor, Finance Dept.
B. Prince, Assistant Professor, Management Dept.
A. Rahman, Assistant Professor, Finance Dept.

The Chairman advised that R. McTavish would convene the first meeting of the committee before the end of the academic year and that for continuity purposes, Professors Kelly and Kirpalani would play a consultative role.

VIII Reports from Standing Committees

1. Commerce Graduate Studies Committee

C. Draimin reported that the Curriculum Committee of the DIA Program was considering a Diploma in Administration with options in both institutional and business areas. He advised that revised response to the BGS appraisal of the MBA program, maintaining the Business Research paper as part of the curriculum, had been approved at the Graduate Studies meeting. A revised response to the BGS appraisal of the Ph.D. program concerning the selection of Chairmen for the Phase II and Phase III committees had also been approved. In conclusion, C. Draimin stated that he was pleased with the progress of the Diploma in Accountancy Program and felt hopeful that there would a significant improvement in the UFE results.

2. Commerce Undergraduate Curriculum Committee

IT WAS MOVED BY R. O. WILLS AND SECONDED BY J. R. GOODWIN THAT FACULTY COUNCIL APPROVE THE MOTION APPROVED BY THE COMMERCE UNDERGRADUATE CURRICULUM COMMITTEEE (CAFC-86-03A-01.1) PERMITTING STUDENTS IN THE BACHELOR OF ADMINISTRATION PROGRAMME TO DO A MINOR IN THE FACULTY OF COMMERCE AND ADMINISTRATION PROVIDED THEY MEET ALL OTHER REQUIREMENTS OF THE PROGRAMME.

THE MOTION WAS CARRIED.

IT WAS MOVED BY R. O. WILLS AND SECONDED BY J. D. BLAZOUSKE THAT FACULTY COUNCIL APPROVE THE MINOR REVISIONS TO THE ACCOUNTANCY CURRICULUM AS APPROVED BY THE COMMERCE UNDERGRADUATE COMMITTEE (CAFC-86-03A-01.3 - CAFC-86-03A-01.6).

THE MOTION WAS CARRIED.

IT WAS MOVED BY R. O. WILLS AND SECONDED BY J. R. GOODWIN THAT FACULTY COUNCIL APPROVE THE MINOR REVISIONS TO THE INDUSTRIAL RELATIONS PROGRAMME AS APPROVED BY THE COMMERCE UNDERGRADUATE CURRICULUM COMMITTEE (CAFC-86-03A-01.1 - CAFC-86-03A-01.9).

R. O. Wills outlined the rationale for the changes in the Quantitative Methods curriculum.

IT WAS MOVED BY R. O. WILLS AND SECONDED BY M. ANVARI THAT FACULTY COUNCIL APPROVE THE REVISIONS TO THE QUANTITATIVE METHODS CURRICULUM AS APPROVED BY THE COMMERCE UNDERGRADUATE CURRICULUM COMMITTEE (CAFC-86-03A.01.10 - CAFC-86-03A-01.18).

M. Kusy indicated an additional minor change in the requirements for the major, the addition of "or 327" (CAFC-86-03A-01.19) and recommended the motion be amended to include the change.

The mover and the seconder agreed to the amendment.

THE MAIN MOTION AS AMENDED WAS VOTED ON AND WAS CARRIED.

R. O. Wills advised there were administrative problems in having International Business courses bearing the Marketing designation while a number of the courses had no relation whatever to the Marketing discipline. The issue will be discussed further with the committee.

IT WAS MOVED BY R. O. WILLS AND SECONDED BY R. MCTAVISH THAT FACULTY COUNCIL APPROVE THE REVISIONS TO THE MINOR IN INTERNATIONAL BUSINESS AS APPROVED BY THE COMMERCE UNDERGRADUATE CURRICULUM COMMITTEE (CAFC-86-03A-01.2).

THE MOTION WAS CARRIED.

R. O. Wills, in his interim report on the Business Communications course, explained that because this was a new area in Canadian business schools, it had been decided to introduce the course as a slot course on an experimental basis. He stated that U.S. business schools were incorporating the course in the core requirements but due to the resource implications, the Curriculum Committee recommended moving the slot course to an elective which would allow flexibility and curb the resource problem. He noted that the present Marketing designation did not mean that the course would be housed the Marketing Department.

IT WAS MOVED BY R. O. WILLS AND SECONDED BY M. ARMSTRONG THAT FACULTY COUNCIL APPROVE MOVING THE BUSINESS COMMUNICATIONS COURSE FROM SLOT COURSE, MKTG.C498, TO ELECTIVE COURSE, MKTG.C354.

C. A. Ross recommended that the course be mounted as an elective for a one year limit to be incorporated in the core the following year. R. O. Wills responded that a Task Force would be struck to study the issue and pointed out that the time required for the Task Force to make an assessment and recommendations would likely take more than one year. D. MacDonald stated that as a member of the Curriculum Committee he was not aware that a decision had been made to include the course in the core.

In response to Z. Gidengil's query about the results of this year's experimental term, R. O. Wills advised that only eight students had registered for the course, students opinions had been favorable. Z. Gidengil stated that one year was not sufficient time to gather data.

V. V. Baba supported both Professors Ross and Gidengil pointing out that resource problems would always exist and recommended that the course be housed by the Faculty and not by one department.

M. Anvari stated that interdisciplinary subjects would become more common and that the Faculty should now consider a model for dealing with these courses. R. O. Wills replied that the Curriculum Committee's next mandate would be to establish a Faculty mechanism for administering interdisciplinary courses.

C. A. Ross stated that the Business Communications course was essential to the curriculum but considering the time needed for evaluation, implementation of recommendations and resource restrictions, he recommended a two year limit.

R. O. Wills stated that current data indicated that all Canadian business schools will, in time, include Business Communications in the core of the curriculum. He agreed to gather more data on the issue and report back to Faculty Council next year.

THE MOTION WAS WITHDRAWN.

IT WAS MOVED BY J. R. GOODWIN AND SECONDED BY V. V. BABA THAT THE COMMERCE UNDERGRADUATE CURRICULUM COMMITTEE REPORT ON THE STATUS OF THE BUSINESS COMMUNICATIONS COURSE AT THE MARCH 1987 MEETING OF FACULTY COUNCIL.

THE MOTION WAS CARRIED.

E. Laett pointed out that low enrolment may have been based on the course having been listed as "Selected Topics". As one of the eight students in this course, she stated that she had found it very worthwhile and recommended that it be offered in the core for third year students.

The Chairman recommended that the course be publicized for the next registration.

IX Reports from Faculty Representatives on University Committees

1. University Senate - Nothing to report.

2. Arts and Science Faculty Council - Nothing to report.

3. University Curriculum Coordinating Committee - Nothing to report.

4. Board of Graduate Studies

C. Draimin advised that the revised responses to the BGS appraisal of the MBA and Ph.D. Programs had been accepted, a more formal method of selecting Graduate faculty was discussed. He noted that a proposed change in the composition of the Board of Graduate Studies had been tabled until September.

5. Computer Science Committee - Nothing to report.

6. Library Committee

Z. Gidengil reported that the 1986-87 budget had been approved and indicated that Commerce had been allocated a fair share.

7. C.A.S.A.

V. V. Baba reported that the Commerce Faculty had been successful in acquiring a good proportion of the funds distributed.

8. Visiting Lecturers Committee - Nothing to report.

9. Board of Governors - Nothing to report.

X New Business

1. E. Morey, Advisor on the Status of Women

Due to an accident, Ms. Morey was unable to attend.

2. Notice of Motion to Propose Establishment of The Treasury Management Centre

M. Kusy announced a notice of motion to propose the establishment of The Treasury Management Centre.

XI Other Business

1. Election of Faculty Council Representatives to Senate, Standing Committees and Sub-Committees of Senate

C. Draimin announced the slate of nominations for Senate, the

Standing Committees and Sub-Committees of Senate submitted by the Faculty Council Steering Committee. He noted that one nomination for the University Library Committee for a three year term was required to complete the slate. Nominations for this position and other nominations for all positions were requested from the floor.

IT WAS MOVED BY M. KUSY AND SECONDED BY M. ANVARI THAT H. GRAM BE NOMINATED TO SERVE ON THE UNIVERSITY LIBRARY COMMITTEE.

THE MOTION WAS CARRIED.

IT WAS MOVED BY M. KUSY AND SECONDED BY Z. GIDENGIL THAT NOMINATIONS FOR FACULTY REPRESENTATIVES TO SENATE, THE STANDING AND SUB-COMMITTEES OF SENATE CEASE.

THE MOTION WAS CARRIED.

The following representatives were elected to Senate by secret ballot:

J. Kelly, Professor, Management Dept.	2 year term
M. Kusy, Associate Professor, Quan. Methods	3 year term
R. O. Wills, Associate Professor, Quan. Methods	1 year term

The following representatives were elected by acclamation:

Academic Planning Committee

V. V. Baba Associate Professor, Management Dept. 3 year term

Academic Programmes Committee

J. Kelly, Professor, Management Dept. 3 year term

Research Committee

J. Doukas, Assistant Professor, Finance Dept. 3 year term

Academic Services Committee

R. O. Wills, Assoc. Professor, Quan. Methods 3 year term

University Library Committee

H. Gram, Associate Professor, Management Dept. 3 year term

Fellowships, Scholarships and Awards Sub-Committee

A. Jalilvand, Associate Professor, Finance Dept. 3 year term

Computer Science Sub-Committee

D. Scott, Assistant Professor, Quan. Methods 3 year term

IT WAS MOVED BY J. R. GOODWIN AND SECONDED BY Z. GIDENGIL THAT THE MEETING BE ADJOURNED.

THE MOTION WAS CARRIED.

XII Next Meeting

The next regular meeting of Faculty Council will take place on Friday, May 23, 1986 at 09:30 in Room GM503-48, SGW Campus.